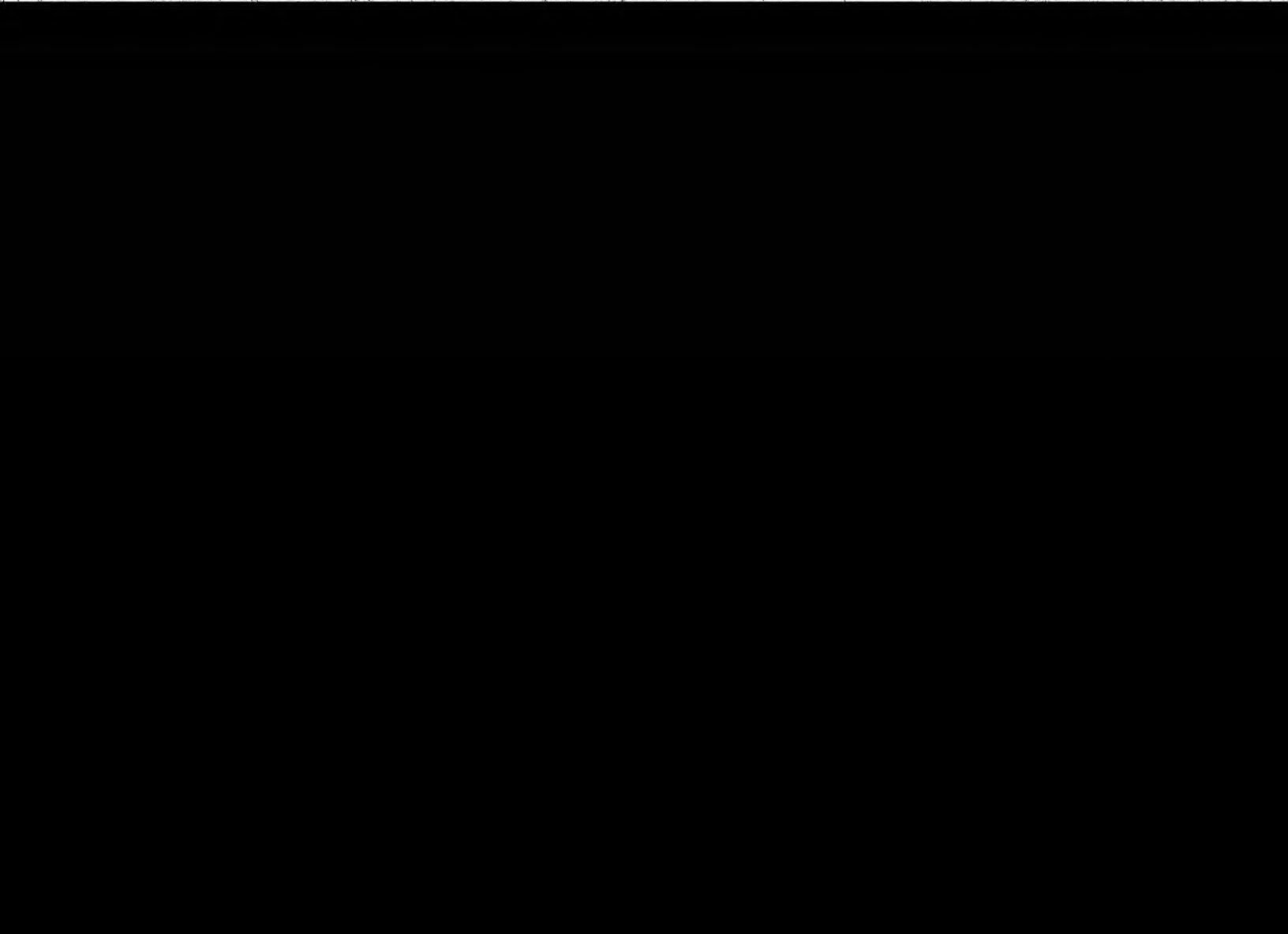




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OSI Production Handbook

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OSI-MP/TCS/75-1

TCS No. 1656/75

February 1975

Warning Notice
Sensitive Intelligence Sources and Methods Involved

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OSI PRODUCTION HANDBOOK

OSI-MP/TCS/75-1

February 1975

CENTRAL INTELLIGENCE AGENCY
DIRECTORATE OF SCIENCE AND TECHNOLOGY
OFFICE OF SCIENTIFIC INTELLIGENCE

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The new analyst in OSI frequently finds that the production of scientific intelligence is an activity for which his previous experience is not adequate preparation. He is faced with a myriad of vehicles for a product whose nature may be only dimly perceived and which is supposed to serve the needs of undefined customers. He has difficulty in finding operationally useful definitions and guidelines to help shape his or her efforts. This handbook provides some assistance by serving as a guidebook to intelligence products.

Scientific intelligence is a subset of finished intelligence. Its subject matter is the whole spectrum of science and technology and its methods are those of the scientist. Thus, certain boundary conditions are imposed on the analyst. Clearly he must be knowledgeable in his substantive field; but this is equally true of analysts in any other field. More relevant is the need that he apply all the elements of the scientific method to his work. The same requirement for completeness, skepticism, objectivity, and rigor apply to the analyst studying an intelligence problem as it does in the laboratory.

The analyst in scientific intelligence frequently also has one great advantage over his counterpart in other areas of intelligence; he has a court of appeals represented by the laws of nature. The economic or political analyst has no equivalent, in terms of validity, of Newton's laws or Maxwell's equations to turn to. While the scientific analyst does not always require that buttress, when needed it provides an array of absolute and unchallengeable standards.

As a subset, however, scientific intelligence must also meet the criteria for membership in the parent set of finished intelligence. This means first that the product must meet the desires of our customer, the policy or decisionmaker or his staff, by providing him with the needed information and analysis at the time he needs them. The analysis and judgments of the study must be credible or they have failed of their purpose. They must be provided in such form and style as to encourage him to read, and in language which is clear, concise, unambiguous, and understandable. Finally, the analyst must attempt to answer the questions his customer will be asking—What is the significance of all this to the decisions which must be made? What are the implications for the future?

The final product of the OSI analyst's efforts is expected to meet all of the above criteria. Although he finds himself faced by an apparently endless round of reviewing and editing, described in this handbook, it is in fact of finite duration. Its objective is to help the analyst meet the high standards of quality of the office and the agency. That they have been met to date attests to their validity and to the outstanding competence and dedication of our people.


Deputy Director
Scientific Intelligence

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PREFACE

This handbook is designed to introduce new analysts to OSI production responsibilities, procedures, and practices. The substantive content of production is dealt with only in a peripheral fashion; the emphasis is on production mechanics—the sometimes simple, sometimes complex, but always frustrating process of getting intelligence judgments into print.

The handbook may also be used as a reference for experienced OSI analysts seeking “refresher” guidance on the production mechanism, style, and format of various Office and Agency publications.

Shifts in rules, style, and format occur from time to time; thus, the contents are subject to periodic revision. Even so, the handbook hopefully will aid analysts in obtaining a common result, *viz.*, the publication of intelligence information, succinct and unequivocal, within the shortest time necessary for maximum use.

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INTRODUCTION

The significant output of the Office of Scientific Intelligence is a "finished intelligence publication," which is defined in CIA regulations as a formal product of an evaluating component of the Agency and contains positive intelligence information which has been integrated, analyzed, evaluated, and interpreted. Finished intelligence may occur as a formal bound publication, a typescript memorandum, or a briefing. Intelligence may be characterized also as national, which transcends the competence of a single department or agency and is required for the formulation of national security policy, or departmental, which is that required by any department or agency to carry out its own mission. In addition, intelligence may be further categorized as current or in-depth. OSI is involved in the production of all of the above categories of scientific intelligence.

The various types of intelligence, excluding briefings, are defined in the sections that follow and procedures for their production are given.

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OSI PUBLICATIONS

Production guidelines issued jointly by the DDI and DDS&T in April 1973 require that all finished intelligence (other than current intelligence) be prepared for publication in one of five categories: intelligence brief, intelligence memorandum, intelligence report, intelligence handbook, or research paper. A description of each of these categories is presented in the accompanying table. OSI has not issued any intelligence briefs or intelligence handbooks under these guidelines.

Scientific and Technical Intelligence Report

In OSI the Scientific and Technical Intelligence Report (STIR)—the “intelligence report” format for the Directorate of Science and Technology—is the traditional medium for in-depth estimative studies that present conclusions on specific intelligence problems in OSI’s area of responsibility. STIRs cover foreign capabilities and achievements in basic and applied areas of the physical and life sciences as well as in research and development relating to potential weapons systems. Usually, the evidence amassed to support the conclusions is sufficient to stabilize them over a relatively long period (2-3 years). The STIR normally consists of a précis, a preface, problem statement, conclusions, summary (or combined summary and conclusions), and a detailed discussion backup. They may contain a “trends” section. Recent STIRs have tended to be short manuscripts. The précis, conclusions, and summary of STIRs should be written in language that can be comprehended readily by policymakers and other high-level officials who do not necessarily have scientific or technical backgrounds. Sometimes a “technical foreword” or appendix is added to provide technical background information that will help the nontechnical reader to understand the paper.

In August 1973 the OSI Intelligence Board reiterated that the STIR was the standard OSI publication for reporting research and analysis. The Board also stressed the following points:

- a. Each STIR will contain a précis of one page—or better, less than a page—to be prepared by the responsible Division Chief. The précis will both summarize the paper and explain its importance. Its function is to enable a busy executive, who is apt to be a layman, to decide whether he need read more of the study. It is essential that the précis not merely repeat portions of the preface and conclusions.
- b. STIRs will continue to have an “implications” or “trends” section if appropriate to the subject under discussion.
- c. STIRs are intended to be concise and analytical. Simple presentation of data or collation of data without analysis is to be avoided. Evidence should be limited to that needed to support the analysis.
- d. All STIRs will be thoroughly edited, reviewed by the Intelligence Board, and appropriately printed.

Processing of a STIR is as follows. Upon completion of the first draft and a thorough review by the branch chief, a report is given internal coordination and substantive

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Table

Guidelines for Production of Finished Intelligence
(Other Than Current Intelligence)

	Purpose	Description	Printing	Dissemination
*Intelligence Brief	To meet specific need of a policy maker in answer to his request or on CFA initiative.	Highly "personalized," brief, punchy, and sharply focused on specific policy question.	Ordinarily typewritten	Limited to requester or extremely small number at highest policy making levels.
**Intelligence Memorandum	To present a timely assessment relating to a current policy problem or intelligence development important enough to warrant attention of policy and action officers.	More generalized than a Brief, but narrowly focused and does not usually include detailed background.	Typeset	Broader than for Brief, but highly selective in terms of functional or area responsibilities of the recipients or their staff officers.
Intelligence Report	To provide analysis and background data on events and factors relevant to important problems of concern to US policy makers.	More detailed and comprehensive but less time-urgent than IM. Focused sharply on issues affecting policy.	Typeset	Fairly broad. Intended for lower-level staff officers and specialists.
Intelligence Handbook	To provide a reference aid to policy and action officers.	Compendium of factual information.	Typeset	Policy and action officers as well as research and analysis officers.
Research Paper	To provide a means for recording research and analysis.	Basic studies on substantive areas and highly detailed or technical analysis. The conclusions, if any, that result from the study are not sufficiently strong to warrant wide dissemination.	Normally typewritten	Variable.

*The Intelligence Brief is not produced in OSI as a formal publication. The type of material described as contained therein is considered an informal publication by this Office, and procedures for its preparation are contained in the subsection entitled Informal Production, page 7.

**In OSI, the Intelligence Memorandum is considered current intelligence.

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approval by the Division front office. Three "script" copies are then provided IPS for editing. The analyst and production specialist agree on an edited version which is then sent to the Division front office for formal approval. With Division signoff, the draft (one copy) is reproduced by IPS and copies are sent (1) to OSI Intelligence Board (IB) members, (2) to other offices in CIA for formal coordination (see discussion of coordination, page 16), and (3) to the OSI Publication Security Officer/IPS for review of sources and for initiation of clearance requests (see section on documentation, page 21). Graphics are taken to the Office of Geographic and Cartographic Research (OGCR) Cartography Division ("Graphics Shop") for initiation of art work. At least 5 working days are allowed before the IB meeting for coordination and review. On a scheduled day (usually a Monday afternoon), the author appears before the IB, usually accompanied by his branch chief and the production specialist. The IB is composed of the Director/SI (Chairman), the Deputy Director/SI, the Executive Officer/SI, Chief, IPS, and the Division Chiefs. At this meeting, the IB decides whether to approve a paper as representing Office position and, if not, what revision is needed to make it acceptable. In some cases when substantial revisions are required, the IB will ask to have the paper resubmitted; sometimes, a "call-in" is requested, in which case the revised portion of the paper is circulated to IB members and approval called in to IPS by phone. After all suggested changes and coordination comments have been considered, the final draft is returned to IPS where it is marked with instructions for the printer. The draft is then sent to the Director/SI for a "last look" to insure that IB views have been appropriately incorporated into the report. After final approval, it is sent to be printed at the Printing Services Division (PSD) of the Office of Logistics.

After the STIRs are printed, they are disseminated according to classification. Codeword reports are disseminated from the OCI Registry and non-Codeword reports are disseminated directly from the main printing plant. All Restricted Data reports, however, are distributed through Restricted Data central control, regardless of classification. The distribution list varies depending upon the classification of the report. Any special distribution consistent with security the analyst wishes to make, e.g., to professionals in another Agency, can be arranged by IPS. Guidance on release to contractors can be obtained from IPS.

The STIR production schedule of each Division is reviewed formally at periodic meetings between the Director/SI and the chief of a Division. Most STIRs are added to the Office Work Program at these meetings. Other STIR topics are added to the production program as a result of informal discussions between an analyst and his Division Chief; a topic may be assigned to an analyst to answer a question raised in National Intelligence Estimates; a STIR may also result from a specific request from outside the Agency.

Intelligence Memorandum

The Intelligence Memorandum (IM) is a brief and timely assessment of an important or evolving situation related to one of OSI's areas of substantive responsibility. It is issued because of the probable value of such intelligence to immediate decisions confronting operating or policy officials.

IMs are rarely programmed as they normally result from a developing situation. They normally consist of a summary and conclusions section and a fully documented

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discussion section. IMs rarely are longer than a few pages and may contain graphics. They are, however, edited and fully coordinated with other appropriate CIA offices and undergo IB review. Dissemination is generally limited.

Research Paper

A Research Paper is a report that does not have sufficiently strong or broad conclusions to warrant formal processing and dissemination. Its format is similar to that of a STIR, but it does not have a précis. This category is rarely used in OSI. Additional details are found in the Table on page 2.

Scientific Intelligence Digest

The Scientific Intelligence Digest (SID) is a monthly publication of articles primarily by OSI and OWI. It resembles a scientific journal in the depth and breadth of its articles, presenting timely analytical and estimative intelligence articles on foreign science and technology and intelligence methodology. The articles contained therein may present preliminary assessments of subjects undergoing analysis, detailed reporting and evaluation of limited topical areas, and judgments and descriptions of intelligence methodology and collection techniques. The précis, conclusions, and summaries of other selected DDS&T publications are reprinted in the SID to give extended dissemination to such findings. The SID is addressed to all levels of consumers.

No formal programming for the SID exists. Items are originated in the Divisions as appropriate, but IPS prepares an informal listing of possible topics for each division chief.

SID items are more current, may be more speculative, and are often the result of a briefer study than STIRs. The format of an SID item is flexible. Nevertheless, each item must begin with a summary and/or conclusion paragraph written in language understandable to the lay reader. There is no predetermined limit on the length of an item; however, all information discussed must pertain directly to the problem. Language may be as technical as necessary, but the intelligence significance of the item must be clear to readers not technically trained.

The production process for the SID consists of the following steps: submission of item in script with rough graphics to IPS after Division approval (through division channels); initial editing and formatting; distribution of draft SID; meeting of the SID Board (chaired by the DD/SI and composed of OSI Deputy Division Chiefs and Staff Chiefs and an OWI representative); post-Board revisions; and printing. Items are submitted with source reference numbers keyed into the text and a listing of sources (see section on documentation for details). Graphics submitted with the draft item, photos or rough sketches, are sent by IPS to cartography at this time. If the graphic is complex, cartography is advised to contact the analyst before beginning any work. The draft SID is sent to all Divisions as well as to other Agency offices for coordination. The SID Board is then convened to review the draft. Division comments as well as comments from other offices are discussed. Each item is carefully reviewed for intelligence significance, clarity, strength, and logic of supporting information, and alignment with Office policy. Subsequent to Board review, suggested changes are made jointly by the author and the editorial staff. Usually there is no further substantive review, but when the item is sensitive or controversial, a "last-look" may

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be requested by the Director or Deputy Director/SI. The analyst reviews a "script" proof copy prior to final printing, but only changes involving typing errors or major substantive updating are made at this time.

Processing of the SID is scheduled as follows:

1st work day of month	Divisional submission of complete item to IPS for editing
5th work day of month	Edited items sent to Board members for review and other CIA offices for coordination
10th work day of month	Board meeting
6th work day from end of month	Completed SID tape sent to Printing Services Division
Last work day of month	Dissemination

The SID is printed at two classification levels—an SI/TKH issue containing all items and a SECRET issue containing items SECRET and below. Currently, 600 copies of the SECRET version and 250 copies of the SI/TKH version are being disseminated. [REDACTED]

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Reprints of the SID are available in microfiche or, for individual items, in hard copy. Supplements to the SID are occasionally issued when controls preclude the inclusion of the item in the Digest.

Surveyor

The Daily Surveyor is an internal publication intended to provide the D/SI, DD/S&T, and other Agency readers a rapid and brief analysis of current significant material received by OSI. It is intended to be less formal than other OSI publications; the analytical comments are "quick-look" in nature and subject to change in the light of additional information. The views expressed are not coordinated outside of OSI and OWI. The Weekly Surveyor, which is distributed throughout the Intelligence Community, contains items selected from the Daily which have been coordinated with appropriate components within CIA.

Although the Surveyor is a part of OSI's formal production program in that it adheres to a daily and weekly schedule, there is no programming of the individual items which appear in the Surveyor. The material produced is a function of the quality and amount of information received on a continuing basis, and the preparation of an item depends largely on the initiative shown by the individual analyst as he scans this information.

The Surveyor is produced by a staff chaired by a representative of the Chief, IPS. The staff is composed of one analyst from each division (Division Representatives) who serves a 2-4 month tour of duty. This staff processes and coordinates items for publication in the Daily and selects Daily items for republication in the Weekly.

A Surveyor item should be written in a straightforward "gist-comment" style, although gist and comment may be combined if the nature of the information would

make the normal style appear arbitrary and awkward. A typical item has the following format:

Title: "Soviet, Develop Advanced Integrated Circuit" (make it short, with the country, subject and a verb).

Gist: Keep it short and confined to a single subject. Paraphrase the source document unless the quote is necessary to the interpretation of meaning. Be accurate in source citation. Be sure the document number, date, classification, and controls are correct.

Comment: The first sentence of the comment should contain the most significant intelligence implication of the "gist." Keep the comment as short as possible--and make sure the comment is the analyst's judgment and not a repeat of the source. The maximum desired length of an item is about 30 lines.

Annex items are prepared occasionally when the subject matter is complex, when data have accumulated over a substantial period of time, and when the material is not the quality of an SID item. Such items do not follow the gist-comment format, but are written with normal paragraphing. They are usually longer than 30 lines and may have to wait for space in the Daily.

The processing of an item for the daily varies among Divisions; some Divisions require Division "front office" review and others do not. The Division Representative is responsible for assuring that the item is clear, concise, and has intelligence implications. When the item has been cleared through the Division, the Representative passes it to the Chief, Surveyor Staff, by 1600 for final editing and formatting. Typing for the daily begins at 0900 the next day; the mats are proofed, corrected, and taken to the print shop by 1045. The Daily normally is disseminated by noon.

Items for daily publication are coordinated within OSI as time permits. The preparing analyst can handle this himself, or indicate to his Division Representative the need for coordination and with whom. Other than Division sign-off, the item receives no formal review.

The Surveyor Staff selects Daily items for publication in the Weekly. Items chosen for the Weekly will be updated by the author, and changes suggested as a result of the Representative's meeting or as a result of coordination within CIA also will be considered by the author. The Division Representative will review the items before submitting the weekly package to Chief, Surveyor. Classifications and controls will be double-checked by the Division Representatives. The preparing analyst retains the privilege of challenging a negative vote by either rewriting the item or by appearing before the Representatives to explain or clarify his position.

Items selected for the Weekly are reviewed in OSI and also are passed to other offices within the Agency for coordination by COB Tuesday. The comments of these offices are passed to the preparing analyst for his consideration. If there seems to be irreconcilable differences in the substantive judgments contained in an item, the item is withheld from publication.

Typing on the Weekly begins at 1100 Wednesday. The mats are proofed, corrected, and taken to the print shop by COB Friday.

The Daily Surveyor is a "CIA Internal Use Only" document and about 200 copies are disseminated.

The two versions of the Weekly Surveyor (SECRET and SI/TKII) are distributed throughout the intelligence community. Copies are also forwarded to the DD/S&T liaison officers overseas. OSI contractors are restricted to clipped items furnished by the sponsoring Divisions. Currently, 475 copies of the Secret version and 255 copies of the SI/TKII version are disseminated.

Monthly Review of Publications Issued by the Directorate of Science & Technology

The Monthly Review was first published in January 1974. It replaces the OSI Monthly Index which was terminated with the December 1973 issue. The change was not one of substance but of format to make the contents more useful to the consumer.

The Monthly Review presents précis and abstracts of reports, memoranda, and Scientific Intelligence Digest items published by the Directorate of Science & Technology. The Review is designed to provide a pertinent overview of the results and significance of scientific and technical intelligence analyses in a form that can be scanned with ease and rapidity. In addition, the titles of articles appearing in the Weekly Surveyor and the OWI Weapons Intelligence Summary are listed.

The précis is taken verbatim from the STR. The IM and SID abstracts are written from the Summary and Conclusions. No coordination is required.

The Monthly Review receives a distribution of about 200 copies.

Informal OSI Production

In addition to formally scheduled and produced intelligence, OSI is becoming more involved in the preparation of ad hoc typescript intelligence memoranda, inputs to unscheduled production, and briefings. Examples of this type of production include an information memorandum to a member of the National Security Council Staff or a DD/O unit, a contribution to an OCI area Staff Notes publication, a contribution to a Sitrep, or a DDR&E briefing. Such production may be requested by another Agency Office, an NIO, a non-CIA unit, or may be initiated by any analyst who sees a developing situation which needs such a response. The request for such production should come to the analyst through the normal OSI chain of command. If the analyst is contacted directly, it is imperative that the Executive Officer, OSI, be informed promptly through normal divisional channels.

This type of information is frequently required on a short deadline. IPS will assist, if desired, in carrying out as much of the coordination and review procedure as is consistent with meeting the deadline. When time permits, such papers will be edited by IPS. All such production will be approved by the Division Chief and OD/SI. A copy of the finished product will be provided the OD/SI, DDS&T, and IPS for consideration for subsequent use in formal production.

Drafts of very rush material, being sent to high level Agency members (DCI, NIOs, etc.) and senior Government officials, should be hand-carried through OD/SI for substantive approval before typing in final. When repetitive typing is foreseen, it is

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suggested that early drafts be put in the computer for quick up-dating. The correspondence manual provides information on routing, number of copies, letterhead, etc., for final preparation. The Operations Center can LDX (long-distance encoded xerox) such memos to State, the White House, DIA, etc., for extremely rapid transmittal.

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CIA INTELLIGENCE PRODUCTS

Introduction

OSI is involved in production by other Agency components in two ways: the coordination of items which include intelligence within OSI's area of responsibility and, less frequently, the preparation of items for such publications. Three major publications—the Current Intelligence Weekly Review, the President's Daily Brief, and Studies in Intelligence are described below. Other publications with which OSI is sometimes involved are the Staff Notes issued daily by OCI and covering various geographic areas of the world; the OER Economic Intelligence Weekly and International Oil Developments, the latter issued biweekly; and Intelligence Reports issued by such offices as OPR, OER, CRS, and OWI. Coordination of items for these publications is arranged by IPS.

Current Intelligence Weekly Review

The CIWR summarizes the "top stories" of the week, placing them in context, and attempts to point out trends and developments. A CIWR article is frequently preceded by one or more related National Intelligence Bulletin (NIB) or National Intelligence Daily (NID) items. Information on areas of high interest may accumulate over a period of time and provide a basis for a status report. There are two versions of the Weekly: the Weekly Review is TS Comint/NFD while the Weekly Summary is S/NFD. All items contained in the Summary are also published in the Review.

Special topics which normally would be covered in the CIWR but which are developed more fully than usual are categorized as "Special Articles." "Special Articles" are programmed and coordinated in the same manner as an item for the CIWR.

Each Monday morning the CIWR Planning Panel meets to consider items for upcoming issues. The Planning Panel is composed of the OCI area production specialists plus production specialists from OER, OSR, and the Cartography Division of OGCR. The proposed items are discussed in terms of significance, timeliness, accent, and length. Graphics are also discussed. The CIWR is limited to 28 pages but the length of individual articles depends upon their importance. Articles are written in a style and language understandable to readers at all levels.

Coordination is within CIA only and normally is completed by noon Wednesday. The items are composed and printed on Thursday. CIWRs are distributed before 0800 on Fridays. The Weekly Review (TSC/NFD) is printed in 700 copies and the Weekly Summary (S/NFD) is printed in about 1,450 copies.

President's Daily Brief

The President's Daily Brief (PDB) is an extremely sensitive publication prepared for the President by the Office of Current Intelligence. Many of the items

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contained therein are based on items appearing in the NID and the NIB. OSI coordination of PDB items based on NIB and NID items is tacitly effected through coordination of the original NIB or NID item. Other PDB items are coordinated with OSI through normal IPS channels. Dissemination of the PDB is extremely limited.

Studies in Intelligence

"Studies in Intelligence" is a quarterly journal devoted to intelligence theory, doctrine, and techniques. Its purpose is to provide a record of formal professional thought for intelligence officers on the methodology of intelligence, not its substantive problems. The basic publication is classified SECRET, but more highly classified supplements are issued. It also contains correspondence to the Editor commenting on published items as well as a Book Review section on intelligence in open literature.

No formal programming for articles in the "Studies" is attempted. Although many of the articles are of a walk-in nature, much of its content results from direction. The Editorial Board, at its meetings, discusses subjects that would make good articles, and in some instances suggests the best author to undertake their preparation.

Contributions for the "Studies" may be written on any theoretical, doctrinal, operational, or historical aspect of intelligence. The final responsibility for accepting or rejecting an article rests with the Editorial Board. The criterion for publication is whether or not, in the opinion of the Editorial Board, the article makes a contribution to the literature of intelligence.

Contributions or communications to the editors may come from any member of the Intelligence Community or, upon invitation, from persons outside. Manuscripts may be submitted through channels or directly to the Editor, "Studies in Intelligence."

Articles submitted for publication should reflect a reasonable command of the art of verbal expression. They may be as formal or informal as the material dictates; the main emphasis should be on writing an interesting and readable story.

Items are edited by the "Studies" editor and then formally reviewed by the Editorial Board, which meets four times a year. Insofar as the "Studies" is concerned, the coordination and review process almost has been eliminated. There is no action other than several Editor-Analyst sessions and the Board review.

The "Studies" is printed in about 1,600 copies classified SECRET, and receives the widest possible Community distribution. The Supplement has a distribution appropriate to its classification and controls.

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CIA, INTERAGENCY, AND COMMUNITY INTELLIGENCE PUBLICATIONS

National Intelligence Daily (NID) and National Intelligence Bulletin (NIB)

The CIA through its Office of Current Intelligence issues two high-level current intelligence publications 6 days a week. They highlight significant developments pertinent to immediate decisions confronting operational or policymaking officials. These publications are the National Intelligence Daily (the "newspaper") and the National Intelligence Bulletin. Both are produced to provide current intelligence bearing on issues of national security to the President, the National Security Council, and other senior government officials. Both contain intelligence which represents immediate and preliminary judgmental views. In such items errors may occur, but in many cases the best judgment of the moment must be made.

The publications differ in that the NID contains more sensitive material, including items classified at the TK level. Items are prepared almost exclusively by CIA but are coordinated in the Community. It is less widely disseminated than the NIB. Furthermore the NID offers longer feature stories on issues of varied topical interest as well as the conclusions of lengthy study. Such feature articles in the NID may carry an author's by-line when in the judgment of the editors the story contains something special in the way of analysis or interpretation. Such feature stories may be written to anticipate coming events, to provide a periodic review of an important intelligence problem, to surface new analysis, and to air controversy.

Items usually are generated by analysts from current information. Daily morning staff meetings are chaired by OCI in which items proposed for the next day are discussed. Representatives of OSR and OER attend these meetings.

Both publications are coordinated interdepartmentally and intradepartmentally but the NIB coordination is more rigorous and formal. Coordination within the Agency may take place throughout the day, but it is preferable to obtain internal coordination as early as possible so that interagency coordination can be obtained by close of business (COB). Late items may be prepared throughout the night for either publication and those for which no coordination was obtained are so marked. Items originating in or coordinated with OSI are processed by the Regional Analysis Division (RAD) of the Office of Strategic Research (OSR) with the exception of those on VIP health which are handled by OCI.

OSR or OCI analysts may discuss their items informally with analysts in OSI. OSI analysts must by no means construe this to be the final coordination and are requested to inform the C/EB/IPS of such action. When the item is formally received from OSR or OCI, the proper OSI analysts will be consulted. (See section on coordination, page 16.)

Procedures for processing OSI-originated NID or NIB items are given below. NID topics are proposed by the divisions at the OSI evening staff meetings and, when possible, a one-paragraph description of the proposed coverage is provided. At that time the D/SI may approve the topic, disapprove it, or request that he see a draft of

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the item before deciding. If the topic is approved, C/EB/IPS discusses the suitability and coverage of the topic with the appropriate DDI office. If it is agreed that the topic apparently meets the criteria for an NID or NIB item, the sponsoring OSI division is requested to prepare a draft of the item. It is then approved by the branch chief, and two copies are given to the Publication Specialist for editing. After subsequent division and office approval in principle, the draft item is transmitted by IPS to the appropriate DDI office.

After DDI editing by the OSR/RAD Production Officer, items are then returned to OSI for formal approval. Subsequently they are provided by OSR or OCI to other CIA offices, DIA, State, and other USIB agencies for formal coordination. It is suggested that authors of OSI-originated items informally discuss them with interested parties in CIA before the formal coordination occurs. During formal coordination within and outside the Agency, the analyst is responsible for assuring that he receives appropriate concurrences and/or brokers comments and changes with those reviewing the item.

The NID and NIB are generally written in newspaper style (inverted pyramid). The significance of the item should appear in the first paragraph. The significance probably will hinge on the analyst's being able to point out some real or potential application of a scientific development or research to specific military, political, and/or economic situations. Normally an NID or NIB item will contain certain facts and the significant intelligence conclusions that can be drawn therefrom. While some rationale for reaching these conclusions may be included, it can be generally omitted as it is assumed that the busy reader will not take the time to follow the perhaps lengthy reasoning that an analyst goes through to reach his conclusions.

It should be assumed that the reader of the NID is not a scientist and for this reason, it is not desirable to use technical terminology; when such terminology is required, it should be defined in lay terms.

Items prepared by OSI should be short (generally on the order of one to two letter size pages) although an occasional "feature" (longer) item may be acceptable. Furthermore short paragraphs are desirable.

NIO Publications

In 1973, National Intelligence Officer (NIO) positions were established to oversee major aspects of intelligence in certain geographic and subject areas.* The NIOs represent an extension of the DCI's authority as head of the Intelligence Community (as opposed to the directorship of CIA). Among NIO responsibilities are the initiation, coordination, and general supervision of certain national intelligence production for the high-level policymaker. This production includes specifically the Special Memorandum, the Interagency Intelligence Memorandum, the National Intelligence Analytical Memorandum (NIAM), the National Intelligence Estimate (NIE), the intelligence contribution to National Security Study Memorandums (NSSM) and Net Assessments. Drafting of such production is assigned by the NIO to one or more CIA offices and/or other members of the Intelligence Community.



SECRET

Special Memorandum—The simplest type of finished intelligence produced under the direct supervision of an NIO is the so-called special or spot memorandum. These are usually produced in response to a specific request, such as support for the Secretary of State on a trip abroad. They are usually confined to one subject that can be treated in three or four pages. (See Section on Informal OSI Production, page 7.)

Interagency intelligence Memorandum—Broader and more complex subjects, usually intended for a considerably larger (yet still high-level) audience than that of the spot memorandum, sometimes take the form of the Interagency Memorandum. As the name implies, they are the coordinated effort of several agencies and they carry on a hard cover the seals of participating agencies if there are no more than three. They normally contain an overview section that precedes the paper itself and contain a problem statement, the scope of the treatment, and the principal areas of concern to US interests.

National Intelligence Analytical Memorandum—The NIAMs are "junior estimates" of important policy concern. They do not have the high priority of a National Intelligence Estimate (NIE), however. They are drafted by one of the regular production offices of the Intelligence Community and are fully coordinated within the Community and concurred in (normally by phone) by the United States Intelligence Board (USIB). The argument of the analysis and the supporting evidence are normally exposed in some detail. The NIAM has the same estimative function as an NIE, the principal conclusions that have emerged in the long process of drafting, coordination, and concurrence are set off in a special section.

National Intelligence Estimate—NIEs and their subset, Special National Intelligence Estimates (SNIEs), are designed to provide estimative intelligence on policy matters to the members of the National Security Council. Both are fully coordinated within the Intelligence Community and are carefully reviewed in the USIB before publication. Estimates present the definitive intelligence position. Some estimates are put out on a fixed (usually annual) schedule, while others are commissioned as the need arises. The SNIEs are estimates proposed in response to policy problems that have arisen suddenly or unexpectedly. NIEs are normally brief; required back-up material is presented in annexes. A Memorandum to Holders of an NIE is produced when new information becomes available which significantly alters one or more of the judgments contained in a published NIE but which does not necessitate a major rewrite.

National Security Study Memorandum—The NSSM is a paper requested by the National Security Council to provide background for a specific national policy problem such as nuclear test ban verification. It is not an intelligence paper but may contain important intelligence inputs.

Net Assessment—This publication is an estimate of a foreign nation's capabilities and intentions in a given field of activity contrasted with the capability and intentions of the United States in the same field. As in the case of NSSMs it may contain important intelligence inputs although it is not basically an intelligence paper. Net assessments support policy planning at the National Security Council level.

More specific guidance as to the appropriate format and style for most of these publications can be found in the *OCI Guide to Presentation*.

SECRET

OSI contributions to NIO publications are under the direct supervision of the Office of the Director, OSI, and are monitored by the Executive Officer, who should be promptly informed through Division channels of any self-initiated actions or others laid on directly by the NIO.

Contributions to the NIO papers may be initiated either in response to tasking by an NIO or occasionally on OSI initiative. An OSI Division may decide to make an unsolicited contribution if it feels that it has something important to say on the subject. Divisions are made aware of this type of planned or in-progress production by the weekly NIO report, "Status of Work in Process," a copy of which is distributed to each division on Friday morning.

In the case of major national intelligence papers to which OSI expects to make a significant contribution, a Project Officer (usually a senior analyst from the Division providing the major input) is assigned to monitor the substantive aspects of the paper through the various production stages. Division contributions are submitted to IPS for preparation for OSI Intelligence Board review and subsequently either sent directly to the requestors or to the Executive Secretary of the USIB Committee concerned.

SECRET

STYLE

Despite what some OSI analysts frustrated by the review and editorial process may sometimes think, OSI products are *not* supposed to read as if written by the composite bureaucrat. It is not Office policy to reduce each paper to a dull, standard style. On the contrary, it is the intention of OSI's reviewers and editors to leave untouched as much as possible the author's original words. There is no OSI "house" style like that of *Time* magazine or that of many intelligence publications. There are some minor conventions—in spelling, compounding, place names, abbreviations, transliteration, punctuation—which are adhered to in OSI. But these conventions are matters of detail and, though editors are convinced they add to the image of quality of the paper, they do not alter the general impact of style of the paper. In fact, if an analyst has thought his subject through and knows what he wants to say, chances are good that his paper will suffer little change during the review process. The analyst may anticipate some revisions, however, if his paper contains:

- * imprecision or ambiguity
- * lack of logical progression from one idea to the next
- * unclear coordination and subordination between parts
- * inadequate support for conclusions
- * superfluous data or ideas not necessary to support the paper's conclusions
- * omission of points needed to present a complete idea
- * too much technical language to be understood by a fairly wide audience
- * repetition
- * special terminology that is not adequately defined or consistently used
- * jargon, slang, or "cute" expressions not in harmony with the seriousness of the subject
- * poor grammar and syntax

The more serious of the problems listed can be avoided by good planning and outlining before and during the writing process. Discussions with branch and divisions chiefs in the early stages of writing can be very helpful. Production specialists and other IPS specialists are prepared to offer advice to a writer on how to organize his material at any stage of preparation or to answer questions on specific problems.

The following are some of the standard editorial references used in OSI:

U.S. Government Printing Office Style Manual, Revised Edition, January 1973, Washington: 1973.

The American Heritage Dictionary of the English Language, William Morris, Ed., American Heritage Publishing Co., Inc., and Houghton Mifflin Company, New York: 1969.

Abbreviations and Acronyms, IPS 73-1, OSI, April 1973 (U).

Geographic names should be those approved by the US Board on Geographic Names (BGN). These are currently available in the form of NIS Gazetteers on the USSR, the PRC, and other countries.

SECRET

INTEROFFICE INTELLIGENCE COORDINATION

Agency finished intelligence publications are expected to reflect the best analysis that CIA can produce. It is important, therefore, that all such publications benefit from the variety of knowledge and experience available throughout the Agency and be appropriately coordinated. In accordance with Agency directives, OSI finished intelligence will be coordinated with other DDS&T offices, DDI and DDO offices, and, when pertinent, OMS. Also in accordance with Agency directives, non-OSI finished intelligence, including that prepared by other DDS&T and DDI components, which incorporates S&T material for which OSI has responsibility, is coordinated with OSI.

Coordination is formal agreement on the major substantive aspects of a paper and is sought from all components which might have analytic findings and judgments to contribute. Coordination does not mean that disagreement is to be glossed over nor will coordination be pursued beyond reasonable time limits. Differences in views on major issues, if not resolved, shall be stated clearly and forwarded to higher authority for reconciliation.

IPS serves as the focal point for coordination of both OSI and non-OSI production, but OSI analysts are encouraged to participate in working-level consultation with analysts in other divisions and offices. The free exchange of ideas, information, and criticism is indispensable for the production of sound intelligence. An OSI analyst is responsible, however, for making certain that analysts with whom he deals in other components understand that such consultation does not constitute formal coordination and that IPS arranges all formal OSI coordination of finished intelligence.

When asked through formal OSI channels to review items produced by other offices, OSI divisional personnel will give them sufficient priority to meet established deadlines. In the case of current intelligence items, ample time must be allowed for OD/SI review.

When consulting representatives of other components about OSI papers, OSI analysts should be aware that other offices also have formal procedures for coordination and that working-level agreement does not constitute formal coordination by these offices.

In serving as the focal point for coordination of non-OSI papers with OSI, IPS will attempt to reconcile any differences on such papers between OSI divisions and the producing offices. If IPS is able to reconcile such differences, it will certify that a publication has been coordinated with OSI. If IPS is unable to reconcile differences, the problem will be referred to the OD/SI.

A replica of the OSI routing sheet for formal coordination and approval of non-OSI produced intelligence item is shown below. Signatures (analyst through Director/SI) must be obtained prior to the deadline indicated on the routing slip.

The attached has been prepared by OSR for the

_____ NIB _____ DDI Intell. Memo
_____ CIWR _____ Other
_____ NID

COMPLETE OSI concurrence or SUBSTANTIVE comments on those parts that fall within your area of responsibility are due EB/IPS by _____.

<u>Division</u>	<u>Analyst's Initials</u>	<u>Div. Chief's Initials</u>	<u>OD/SI Initials</u>
-----------------	-------------------------------	----------------------------------	---------------------------

Please indicate the strength of your comment below:

☐ Concurs

☐ Does not concur unless the revisions on page(s) _____ are adopted.

☐ Concurs and offers the attached comments as suggestions.

REMARKS:

EB/IPS
9260 Red
8429 Gray

The coordination of all current intelligence items submitted to OSI for coordination must be approved by the OD/SI. These include the President's Daily Brief (PDB), the National Intelligence Daily (NID), National Intelligence Bulletin (NIB), the Current Intelligence Weekly Review (CIWR), Intelligence Memorandum (IMs), and DCI briefings.

All OSI finished-intelligence draft papers are sent by IPS to designated DDO liaison points, to PDI offices, and to any other office with which coordination is desired. Five days normally are allotted for review but this time may be reduced for quick response items. IPS will try to obtain coordination on these papers with the pertinent outside office before the OSI Intelligence Board (IB) meets, so that Board members may discuss any coordination problems at the IB meeting. IPS also will obtain, as necessary, coordination on past-IB drafts with the office(s) concerned. If coordination on any of these papers is not achieved, IPS will refer the pertinent item to the OD/SI for resolution. OSI papers which must be coordinated include STIRs, IMs, the SID, and the Weekly Surveyor. The Daily Surveyor is not coordinated with other offices because it is not circulated outside CIA. Contributions to national estimates are not coordinated with other offices because conflicting views are taken into consideration at later stages of the estimate process.

Because of the problems inherent in current intelligence coordination, the following is taken from a memo directed to interagency coordination of current intelligence; it is applicable to intra-agency coordination as well.

"Next to accuracy, the most important factor in the usefulness of current intelligence is timeliness. If timeliness is to be achieved, it is simply not possible or desirable to indulge in lengthy, drawn-out sessions for the coordination of interdepartmental (or intradepartmental) views. Current intelligence documents are not the forum in which to resolve basic differences of views. On the other hand, the existence of basic differences must not be permitted to block publication of significant current intelligence.

"In general, the nature of current reporting is such that basic differences on substantive matters should not often arise. Most of the reporting deals in a largely factual way with current developments which are interpreted or placed in the context of other current developments or factual reports. While there is room for differences in the selection of facts and their interpretation, these differences generally can be resolved informally by working-level contacts between the agencies or within the Agency.

"Estimates or projections in current intelligence occur less frequently and are normally short-range. These are often conveyed more by the factual background against which a new piece of intelligence is presented than by a direct statement. While the chances of dissent are possibly greater when an "assessment" is made, dissent is only likely to occur where a sharp difference exists within the government which has not been resolved by NIEs or other basic efforts to thrash out the problem."

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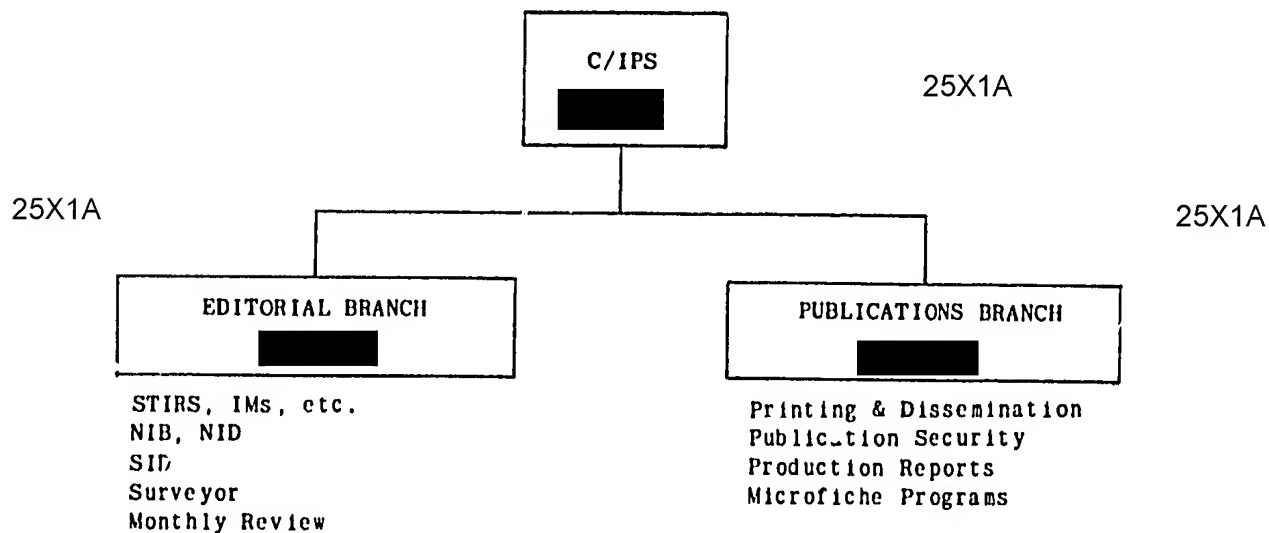
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INDEXING AND AVAILABILITY OF OSI PUBLICATIONS

IPS maintains an indexing system of STIRs and IMs by general subject area, by author, and by division. SIDs and Surveyor Items are indexed by division and author. In addition, the Monthly Review provides a quick means for locating publications. A yearly index of all DDS&T publications in about 30 subject and 8 geographic areas is also prepared. CRS also can provide machine runs by subject.

Records Center is the normal place to acquire hard copies of OSI publications (use Form No. 490 7-67 and send through DC&R/OSI). However, IPS maintains a limited number of hard copies of OSI publications for rush requests, and all OSI publications are now being put on microfiche (NMA), printouts and diazos of which can be obtained through IPS. Copies of lists of references for STIRs and IMs are available from IPS. Referenced master copies of the SID and the Surveyor are available in IPS.

ORGANIZATION OF OSI/IPS



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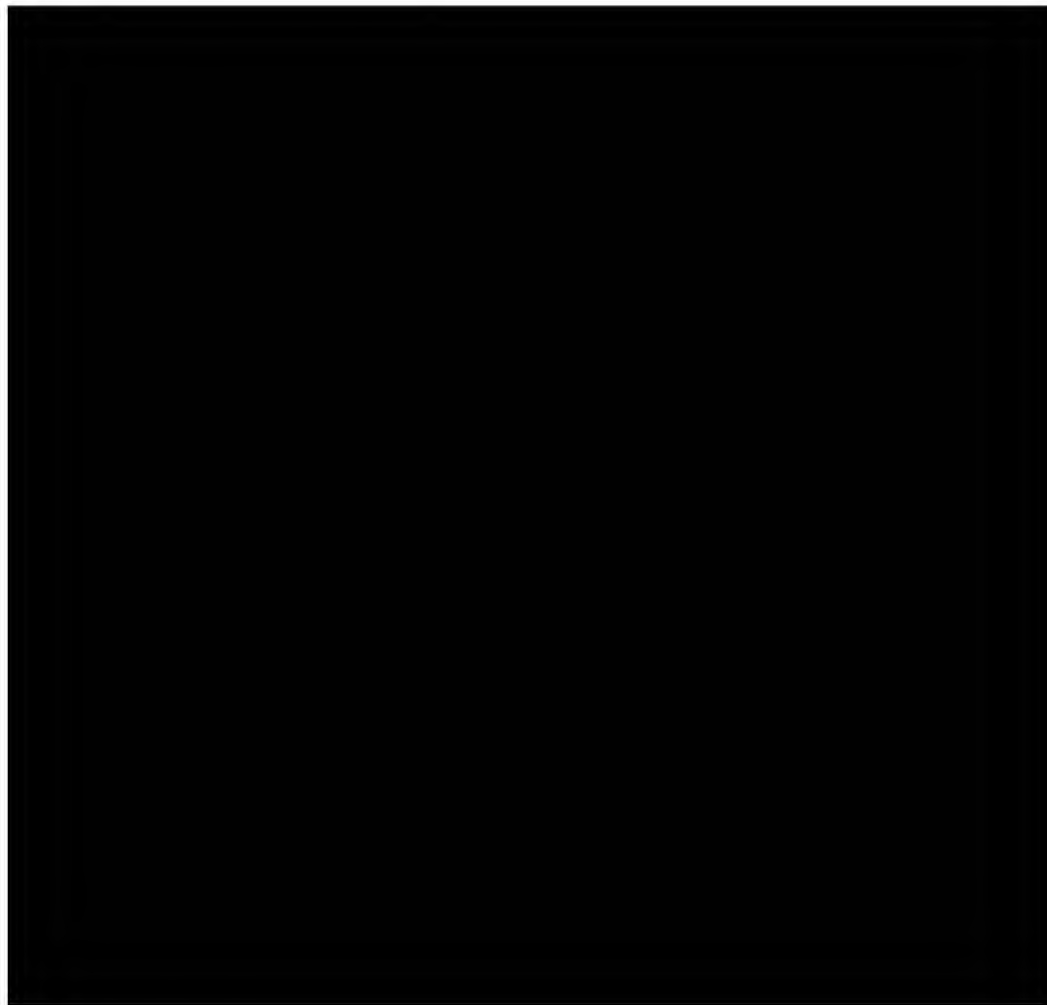
DOCUMENTATION OF OSI PUBLICATIONS

To assure that all OSI publications bear proper classifications and controls and to facilitate—within established guidelines—the release of OSI-produced intelligence publications to foreign Intelligence Services and contractors, analysts must provide the Intelligence Production Staff with a listing of all source documents used in the preparation of all formal OSI publications (Daily Surveyor, SID, STIR, IM, RP).

It is OSI policy to produce intelligence at whatever classification and control levels are required to present clear and well-supported intelligence conclusions. It is, therefore, necessary that the analyst use all material available to him in preparing his report. If the analyst abstracts material from a document that carries classifications or controls that exceed the normal classification and controls limitations of a publication (i.e. BUO, CIA TUO, [REDACTED]), he should nonetheless include such material and cite the proper references so that IPS can request permission from the originating agency to make special use of such information.

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Next 3 Page(s) In Document Exempt

Publications Security Officer in IPS can request the issuance of an FIR or permission to use the information in the cable without awaiting its issuance. The analyst should provide the following information: CIA, post of origin, cable number, date, classification and controls. (See figure.)

To obtain the widest possible dissemination of OSI reports, it is desirable to publish them at the lowest possible classification. Under certain conditions, the classification of items or reports may be lowered and controls may be omitted. Only certain Agency Control Officers are authorized to do this and IPS routinely initiates such actions for OSI publications primarily at the request of the IB, but occasionally at the request of another office or the author. Security violations may result from unauthorized downgrading; therefore, items or reports should be submitted to IPS with full classifications and controls.

It is necessary to document all information, including graphics, used in reports. Evaluation of this information need not be documented. For example, in the following sentences the material in italics should be documented:

The three-story height of the building¹ provides sufficient space to house a reactor.

The cost of such a laboratory probably will be comparable to that of the US NML, which was constructed in 1960 at a cost of 60 million dollars.²

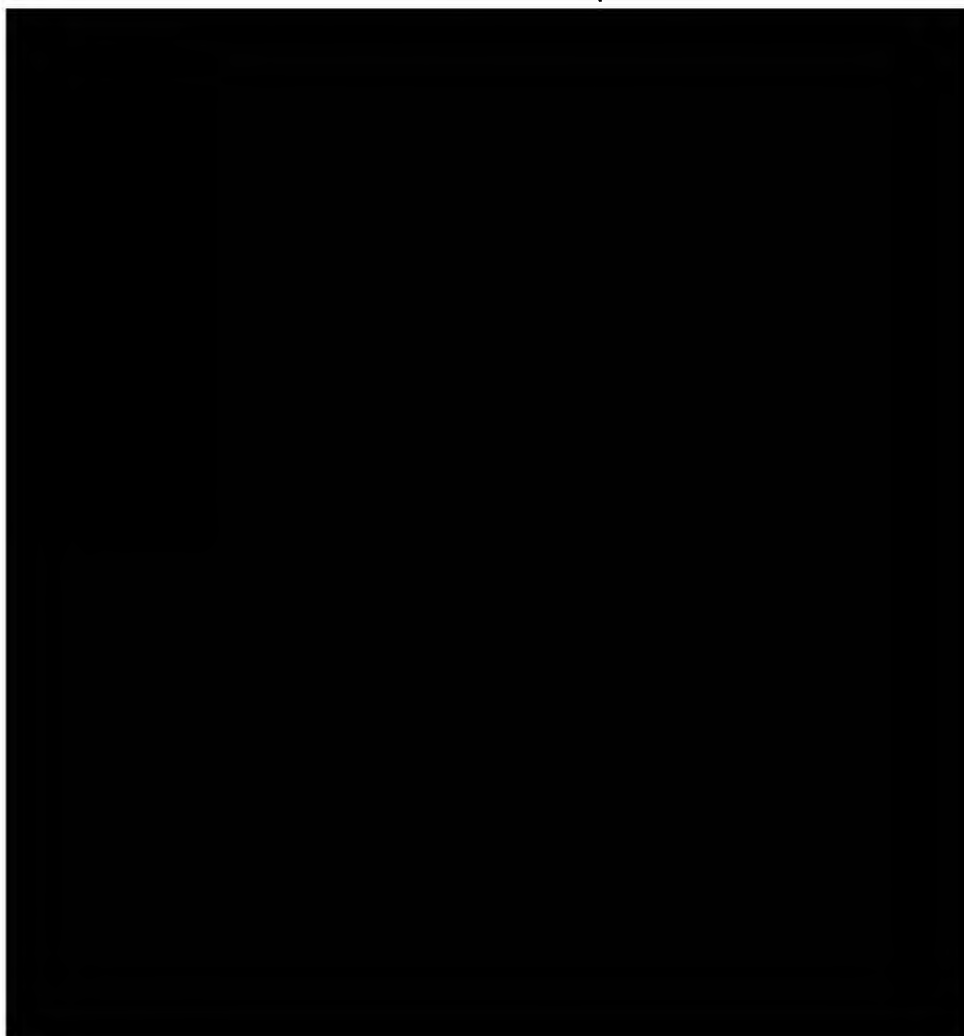
The photographs show three missiles on launchers.³

In SIDs, STIRs, and IMs, source numbers should be keyed into the text following the information used. If an entire paragraph or more in a report or item is based on a single document, key the document at the end of the paragraph(s). If several sources are used throughout the paragraph, key in each document after the sentence or sentences in which it is used. Do not use several references when one is sufficient; when there are several documents providing the same information, use the one with the lowest classification and the least controls. Some reports and many digests and wrap-ups have items and/or paragraphs that are individually classified and controlled. If such material is used, the classification of the item or the paragraph used is the controlling factor but the document's overall classification and controls should be carried in the reference. For illustration see examples below. *Surveyor* items are generally based on a single report which is noted in parentheses and placed at the end of the gist section of the item.

At the end of each STIR, IM, or SID, the source documents should be put in a numbered list in the order used in publication. However, the number of a previously cited source should be repeated throughout the report. The document citations should include Agency (and office within CIA) of origin, document number, date, classification, and controls for classified information. Open literature should be cited as in the examples below. Cite abstracts of foreign language periodicals as abstracts if the periodical itself has not been read. Samples of proper citations are given below:

TYPE OF SOURCE	SOURCE CITATION
Open literature	1. Butt, Frances. A History of Physics, New York, McGraw-Hill, 2nd ed, 1947, p 23-7, U
Open literature	2. Shreta, V. M. "Temperature Dependence of Nickel." Parovyye kotly (Steam boilers), Moscow, Mashgiz, v 2, no 6, 1969, p 42, U
Open literature	3. Tobias, J. M., et al. "Biophysics of Conduction and Transmission in the Nervous System," Ann. Rev. Physiology 21:299-321, 1969, U
Open literature translation	4. JPRS: 54, 443, 27 Jun 69. Stepanov, Georgiy N. "Cosmic Radiation," Krasnaya zvezda, v 13, no 3, 1969, p 40-46, U

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Addendum to the
OSI Production Handbook

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Classification
Controls

CIA Seal

Scientific and Technical Intelligence Report

Title

Classification
Document number
Date
Copy No. 190

Standard Security Warnings

Classification
Controls

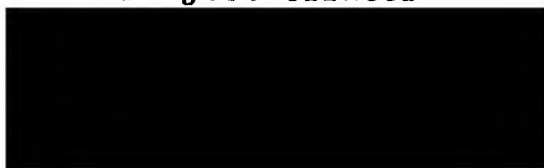
CIA Seal

Date

Title

Project Officer

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PRÉCIS

A short (less than 1 printed page) summary of the paper and an explanation of its importance for the high level reader. In nontechnical terminology.

Classification

Frontispiece if desired

Classification
Controls

TITLE

Project Officer

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Document number

Date

CENTRAL INTELLIGENCE AGENCY

Directorate for Science and Technology
Office of Scientific Intelligence

Classification

Classification
Controls

PREFACE

Frequently contains a statement of why the paper was written (an upcoming meeting, a change in policy, etc.), the scope of the paper, description of the sources used (primarily open literature, covert collection, etc.), standard coordination statement, and information cutoff date.

Classification
Controls

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APPENDIX

Title.

TABLES

1. Caption.
2. Caption.

FIGURES

1. Caption.
2. Caption.

v

Project number Classification

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Controls

TITLE

PROBLEM

One sentence which sets forth the intelligence question to be answered in the paper. (Normally not carried in [REDACTED] studies.)

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SUMMARY AND CONCLUSIONS

The Summary and Conclusions can be written as one or in two sections if desired--a set of numbered conclusions and a separate summary. The latter is preferable. It is normally a general presentation of several pages or less summarizing the facts contained in the paper and the intelligence conclusions and estimates reached from those facts. Written in language for the lay reader.

DISCUSSION

An interweaving of the reported facts and the analyst's explanations, evaluations, and conclusions about those facts. The discussion should weigh heavily on analysis, evaluation, and judgment statements with just sufficient factual material to support the analysis. The factual material is followed by a source reference number and the source document is cited at the end of the paper. It is preferable for a STIR to be written by subject subfields (behavior, physical health, microwaves, component technology, etc.) rather than chronologically or by organization unless the object of the paper is to answer some time-related or administrative control problem. The discussion may contain technical language.

Classification

Classification

List of Sources

See OSI Production Handbook, page 21, for guidance. The printed report does not contain the actual source document numbers, but rather a statement indicating that they are available to authorized recipients.

Classification

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Controls

CIA Seal

Intelligence Memorandum

Title

Classification
Document no.
Date
Copy no. 191

Standard security warnings

This report was prepared by the Office of Scientific Intelligence or Office of Medical Services and was coordinated within CIA.

Microfiche statement

Classification
Controls

Intelligence Memorandum

TITLE

Project Officer

25X1A



Document number

Date

CENTRAL INTELLIGENCE AGENCY

Directorate for Science and Technology
Office of Scientific Intelligence

Classification

Frontispiece if desired.

Classification
Controls

TITLE

SUMMARY

or

CONCLUSIONS

or

SUMMARY AND CONCLUSIONS

A short, less than one printed page, section summarizing and highlighting the intelligence conclusions and estimates contained in the memorandum. Written in language for the lay reader.

DISCUSSION

A short, normally 3 to 10 printed page section interweaving information reporting and the intelligence significance (analysis, conclusions, estimates). Similar to a STIR but shorter and frequently narrower in scope. Source references are keyed in.

1

Project number

Classification

Classification

List of Sources

See OS. Production Handbook, page 21, for guidance. The printed memorandum does not contain the actual source document numbers, but rather a statement indicating that they are available to authorized requestors.

Classification